



Seven Easy Steps to Supporting Small Business Start Ups & Entrepreneurs in Arizona

A Librarian's Guide

by A. Paula Wilson, MLIS

This booklet was supported with funds granted by the Arizona State Library, Archives and Public Records, a division of the Arizona Secretary of State, under the Library Services and Technology Act, which is administered by the Institute of Museum and Library Services.

About this publication

This publication was supported with funds granted by the Arizona State Library, Archives and Public Records Agency under the Library Services and Technology Act, which is administered by the Institute of Museum and Library Services (IMLS). IMLS and the Arizona State Library & Archives reserve a royalty-free, exclusion and irrevocable license to reproduce, publish, or otherwise use and authorize others to use the work for government purposes.

About the Author

A. Paula Wilson is business owner, librarian, and author of *Library Web Sites*, and *100 Ready-to-use Pathfinders for the Web* (American Library Association). She began her library career at the Providence (RI) Public Library and became a Virtual Branch Manager at the Las Vegas-Clark County (NV) Library District, and then Adult Services Coordinator for the Maricopa County (AZ) Library District during her twenty-plus year library career. In 2005, she brought her research and reference skills into the business world and built, bought and sold three businesses in the last eight years. She is now an independent library

TABLE OF CONTENTS

INTRODUCTION

Step1: Profiles

Step 2: Needs

Step 3: Serve

Step 4: Partner

Step 5: Replicate

Step 6: Marketing

Step 7: Action Plan

Introduction

The most important small business resource is no longer labor, capital, or land, but knowledge.

—SBA, Business.gov

Are you looking to start or improve services to small businesses startups and entrepreneurs (SBS&Es)? Get busy serving the needs of the small business community with these seven easy steps providing you with the tools you need to identify service gaps between current conditions and desired outcomes. This incremental process helps to understand the needs of your small business community and what resources you need including the people, place and space, library services, partnerships, outreach and marketing. Librarians will find that they already have many of the resources a small business startup is looking for! A worksheet will guide you through each step identifying gaps between current conditions and desired outcomes.

Libraries Respond.

Public libraries have an incredible history of serving their communities—for well over a hundred years they have been serving their patrons well. From foreign language collections to picture books and children's story time, libraries are in the business of providing information (whether in the form of books, magazines, websites, subscription databases, ebooks and emagazines) or through referral and reference services. Librarians are smart and if they don't know the answer they usually know where to find it.

When personal computers hit the scene libraries began offering computer classes—and most specifically, to seniors. In communities where English is spoken as a second language libraries began offering ESL classes to their communities. When there is a need, libraries respond. Most recently, with the economic downturn in 2008, libraries began offering services to job seekers and those that found themselves unemployed, underemployed, let go or laid off. As local governments faced shrinking tax revenue, libraries have first-hand knowledge of budget cuts impacting the library and just how important it is to help foster economic development. Libraries can and do play a part in economic development by providing services to its workforce and to aid in small business development.

Why Libraries Make Good Partners in Business

Libraries make good partners. People trust libraries because they employ service-oriented, professional staff. Librarians are highly regarded in their communities as they are approachable and treat each reference question with professionalism and their customers with respect. The library's natural strength of resource collection and dissemination bodes well for collaborative community arrangements. It is this type of reciprocal referrals that will help strengthen the library and its community partners. Libraries nurture relationships and build social capital in the process. Social capital is the expected collective or economic benefits derived from the cooperation between individuals and groups. With consistence and care, these relationships have incredible potential to provide spectacular services to the business community.

Why it Makes Good Sense for Libraries to Serve the SBSEs

Libraries have things that small businesses need—even if they don't set out to specifically serve them. They will have books, databases, ebooks and other services that small business startups find useful. Libraries, you'll see, with no specific programming for the business communities are already serving them indirectly. However, it is merely self-service where savvy library users discover business magazines in the subscription databases and stumble upon business directories on the reference shelf.

Libraries that serve the needs of their small business startup communities are participating in the economic well-being of their cities and towns. It is this type of service that spurs on economic development. Economic development is simply an activity that raises real incomes and it benefits everyone who lives in your town. Librarians who choose to serve the small business community proactively will find a group of info-deprived business people eager for their services. If libraries can help support economic development in their communities, then they should.

Traditionally, local governments may try to attract existing businesses from other cities and states as a way to create new jobs. In recent years, however, economic gardening tends to be the method by which communities grow their *own* businesses, cultivate *local* entrepreneurship and grow *existing* businesses. Why wouldn't libraries want to be a part of that vibrancy?

Benefits to the library include:

- Libraries gains greater visibility and stature among business community and local government
- Libraries contribute to the visibility and growth of their towns
- Libraries foster own financial support by encouraging expansion of local tax base
- Public-private partnerships are formed or strengthened

- Library collections, particularly business resources, are enhanced
- Service are expanded to non-traditional users
- Donations of money and equipment to the library increase
- Library-to-library cooperation increases through resource sharing
- Libraries help businesses, local organizations become better consumers of information
- Community soldiers—people who make things happen—learn what libraries need and fight for them

(Walzer & Gruidl 181; Public Agenda Foundation 12)

In Your Library...

Name three ways your library will benefit from creating a program for small business owners & entrepreneurs?

1. _____
2. _____
3. _____

Step 1: Profiles

Our Library:

Paint a picture of your library. Describe the library's service area, geographic boundaries, and internal structure. Is your library a separate entity (Library District) or are you a department within city government? Who comes into your library? What are your staffing levels like? Do you have a group of volunteers?

Why is it important to define your library? If you know who you are, it will help to identify who you want to be and in this case, who you want to serve. It can help you to uncover strength and weaknesses. For example, perhaps your library has a robust children's department and is most known for its wonderful children's programming. It's possible that because of the lack of adult programming, many residents perceive the library as a place to bring children. If you uncover that now, you can use that to your advantage in your marketing messages (*The library—not just for kids!*).

Additionally, knowing who you are can also help you to make connections. For example, let's say that a member of your volunteer group is married to a board member from the local Chamber of Commerce. Maybe one of your staff members has worked in or owned a small business before working at the library. Finding people who use the library and have a connection to the small business community will help ensure your programming is spot on!

By creating your library profile you can uncover strengths, weaknesses and opportunities that you did not know existed. Additionally, once we review the needs of small business startups you'll be surprised to find that you already have much of what they need!

Try answering the following questions:

In My Library...

Our Service area includes:

How our library is organized:

Our library is good at:

Right now, our library is challenged with:

The top ten nonfiction circulating subjects are:

Our library is good at the following programming:

Our library has the following online databases:

**Our library has ____ public computers and also
has Wifi: Yes or No**

**Our library has the following spaces for meeting and
programming:**

Our Community:

Who lives in your community? How many people live there? Is the population growing, shrinking, or stagnant? What are the demographics of your community—gender, age, education level, race, median income? A brief synopsis of your community will give you a good idea of who in the community may be interested in utilizing the library as a business information center.

What does your business community look like? What industries are represented? Who are the major employers? Where are the industrial centers located? What about the 'local' Mom and Pop shops? Where are they located? See Table 1.1 – Fairfax County, Business Vital Statistics. Can you see why this information will help you build your business program? Try creating a table just like this for your community. A call over to your local economic development office or Chamber of Commerce can provide an economic picture of your community.

It is important to understand the economic characteristics of your community to ensure your collections and programs remain relevant and responsive. Your patrons and community partners will be impressed that you understand their needs when they find collections and programs tailored just for them.

Try answering the following questions:

In My Community...

What is the median age: _____

Median household income: _____

Education statistics:

Graduated High School (%): _____

Attended College: _____

Graduated College: _____

Other: _____

Gender (%): M _____ **F** _____

List the top five industries in your community:

FAIRFAX COUNTY

ECONOMIC DEVELOPMENT AUTHORITY

BUSINESS VITAL STATISTICS

Employment

Payroll establishments (3Q 2012)	34,630
Non-employer establishments (businesses with no paid employees) (2010)	91,874
Number of jobs (3Q 2012)	590,716
Civilian labor force (December 2012)	648,293
Residents working in Fairfax County (2011)	51.4%
Unemployment rate (December 2012)	3.7%

Fairfax County Employment by Industry (3Q 2012)

Professional and technical services	27%
Management and administrative services	11%
Health care and social services	9%
Retail	9%
Educational services	8%
Accommodation and food services	7%
Public administration	5%
Construction	4%
Finance and insurance	4%
Information	4%
Other	12%

Businesses

Foreign-owned firms (2012)	395
Technology establishments (2012)	6,700+
African American-owned firms (2007)	7,714
American Indian- and Alaska Native-owned firms (2007)	460
Asian-owned firms (2007)	18,915
Hispanic/Latino-owned firms (2007)	9,628
Native Hawaiian- and other Pacific Islander-owned firms (2007)	70
Woman-owned firms (2007)	34,242
Veteran-owned firms (2007)	12,014
Associations (2012)	300+

For additional information on businesses in Fairfax County, visit www.fairfaxcountyeda.org/fact-sheets.

Commercial Real Estate

Office space - square feet (midyear 2012)	113.7 mil.
Office vacancy rate (yearend 2011)	
Direct	14.1%
With sublet space	16.2%
Industrial/flex space - square feet (midyear 2012)	39 mil.
Industrial/flex vacancy rate (midyear 2012)	
Direct	10.6%
With sublet space	11.4%

For additional information, consult the [FCEDA Yearend 2011 Real Estate Report](#).

Federal Procurement

Government spending in Fairfax County (FY2011)	\$26.4 billion
--	----------------

Sources: Virginia Employment Commission, U.S. Census Bureau 2011 American Community Survey, Fairfax County Department of Systems Management for Human Services, Fairfax County Economic Development Authority, Federal Procurement Data System

Step 2: Needs

Information Needs of the Small Business Startups

Entrepreneurs are looking for demographic details of their expected marketplace, lists of potential suppliers or buyers, the number and distribution of competing businesses, and avenues for marketing their product or service. (Ka-Neng Au). While their may be additional needs of the business community in your town (based on specialty industries or town geography) librarians and researchers have found some consistent patterns in the information these users seek, including:

- demographic data about the expected marketplace (e.g., age, sex, and income levels of potential customers)
- Lists of possible suppliers or buyers
- Legislative and regulatory information
- Industry trends and statistics
- Numbers and distribution of competing businesses
- Avenues for marketing their product or service
- The patent and trademark process
- Legal information
- Information on starting and managing businesses
- Economic indicators
- News and trade journal articles

Information Needs of the Small Businesses in Arizona

In order to confirm research from national studies, we conducted an informal online survey in the state of Arizona during March of 2013 which revealed specific information needs of our community.

1. Arizona small businesses surveyed ranked the following as the top three information needs:

- Business leads: Where to find lists of potential customers/clients
- Demographics of your targeted consumer market
- Locating suppliers and buyers

Also in descending order of importance was:

- Licensing & regulatory information for your industry
- Outlook of your company's industry
- Sample Business plans
- Sample Contracts
- Competitive analysis: Identifying your competition's strengths and weaknesses

2. Arizona small businesses surveyed ranked the following as the top three library services that would assist them in their business:

- Using library conference rooms to give a presentation or meet a group of colleagues
- Email, phone or chat with a business librarian regarding specific informational need
- Borrow current eBooks on business topics

Also in descending order of importance was:

- Borrow current books on business topics
- Read current business magazines such as Business Week, Forbes, Franchising World or Advertising Age
- Use of library's Wi-Fi and tables for a workspace

What types of information required to start or run your business has been most difficult for you to obtain. Why?

- B2B marketing.
- Consistency in bid leads
- Private sector procurement contacts
- Web site construction, distribution
- A comprehensive list of local resources
- Market size, demographics
- Business planning
- Rules for operating a business in the area where I live. Tribal lands require federal and tribal laws which can be very hard to understand.
- Tax information. People feel prohibited from sharing information that might be construed as "advice" that they will be held responsible for
- Tax info-- I am not proficient in taxes
- Industry comparisons and ratios
- Local demographic data and local industry overviews
- Business licensing requirements. It is time consuming and sometimes difficult because it is necessary to contact several governing bodies (federal, state, county, cities) and figure out the requirements of each.

- Leads/Prospects. My business is B2B. As the market changed with the crash in '08, it's been more difficult for businesses to commit the time and finances to run even a small marketing campaign. That in turn makes it difficult for me to find clients.
- relevant data for business plan
- Financial assistance--banks aren't lending to small businesses
- How to identify resources to set up accounting and human resources. i.e. personnel manual, accounting basics
- loans for expansion
- Competitor lists, industry sales numbers
- Email addresses of key decision makers--We can purchase lists but due to CANN regulations we can't send them emails

How do you typically obtain the information you need?

Most responses to least...

- Search the Internet
- Consult with a colleague
- Contact Professional Association
- Contact Government Agencies
- From a book
- Search Library Research Databases
- Hire a consultant
- Call a librarian

What other services not listed above can the library add that would benefit you as a small business entrepreneur:

- In question #4, for lines 1, 5, & 6, drop the word "current" and concentrate on the classics.
- Industry reports
- More study room space for business meetings
- Small conference rooms would be wonderful!
- Provide lecture / workshop programs offering business advice.
- SCORE at the library, classes on business plans and taxes
- local resource information i.e. banks, colleges, tribal agencies, realtors
- Round table discussions, networking
- Use of library's computers Use of library's business subscription databases
- Have speakers come to the library to speak about business and economic development.
- Access to InfoUSA or Hoover's
- More services online
- Connect with community
- Resources for target marketing.

In Your Community...

List three additional informational needs of your business patrons

1. _____
2. _____
3. _____

Step 2: Needs (Cont'd)

Other Needs of the Small Business Startups

Training & Classes

Small business owners are already masters in their industry, but because they wear so many hats it is difficult for them to keep current on topics important to moving their business forwards. There are so many topics of interest where a 2-hour workshop may add a huge benefit to any small business. The list below is just a sampling. Small business owners can benefit from practical topics like:

- HR rules you never want to break
- Screening prospective applicants
- Rewarding Employees when you cant give them raises
- Getting to the top of Google
- LinkedIn to better clients
- Using Facebook to build your brand
- Understanding Tax

Space & Place

- Table or Work Desk
- Meeting area or Study Room
- Conference rooms

Technology

- Computers with productivity software
- Wireless Internet
- Printers & Scanner

In Your Community...

List three additional needs of your business patrons

1. _____
2. _____
3. _____

Before you can serve the SBSU Community you have to ask questions and LISTEN, LISTEN, LISTEN

Step 3: Serve

Now that you've been listening to the needs of the small business startups and entrepreneurs in your community, it's time to serve them. Since you know what they need, let's take an inventory of what the library already has.

Collection: Print & Electronic

Do we have:

Informational Needs of the Small Business Startup	Y/ N
Business Plans	
Demographic Data	
Industry Data & Surveys	
Directories	
Trade Associations, Publications, and Periodicals	
Marketing Resources	
Special Industry Resources	
Legal Resources	
International Business Resources	
Not-for-Profits	
Business Periodicals	
Government Regulations	
Company Data & Reports	
Other:	

Reference & Referral

Do we have:

Types of Reference Services	Y/N
Telephone Reference Service	
Email Reference	
Chat Reference	
Brochures highlighting our business resources	
Web-based Pathfinders with links to business res.	
Other:	

Programs

Begin by offering outside programming. Ask one of your local business community agencies to bring their program into your library. When you've built up your business collection and reference & referral services add your own programming.

Outside programming ideas:

How to Start Your Own Business
How to Write a Business Plan
Hiring Your First Employee
Financing Your Business Startup
Your First Trade Show
Linked in to New Customers
Your Facebook Page
PR for the Small Business
Other:

Library programming ideas:

Business Resources at the Library: A Library Mixer
Top 10 Business Websites
Cloning your best customers
Who are your competitors?
Business Plans: Getting the Information you Need
Business Databases you can Access from Home
Finding Leads
Other:

Technology

Computers
Printers
Scanners
Wifi
Ebook readers
Library Apps: overdrive,
Mobile Library Catalog
Other:

Place & Space

Lecture or Large Rooms
Small Meeting spaces
Conference Rooms (Study Rooms)
Other:

Step 4: Partners

Which community agencies are already serving the needs of the small business startups and entrepreneurs? Wouldn't it be wonderful if you could refer your patrons out to the correct agencies and organizations for the information they need? These will be great contacts to call on when you begin to put together a programming calendar. Additionally, when you've built your collections and services for the business community, you will invite your contacts, or partners to learn more about what the library has to offer. Over time, you will build a reciprocal network—a network of partner agencies whose members understand what resources the library has and can refer their clients in to use library resources. Start by using your city or town's local website to identify partners in your community.

Potential Partners	Contacts
Local Chamber or Commerce	
Local SBA Office	
Local AZ SBDC Office	
Other libraries	
Community Colleges	
Economic Development (City)	
Procurement Office (Local, State)	
Networking Groups	
Industry Groups	
Other:	

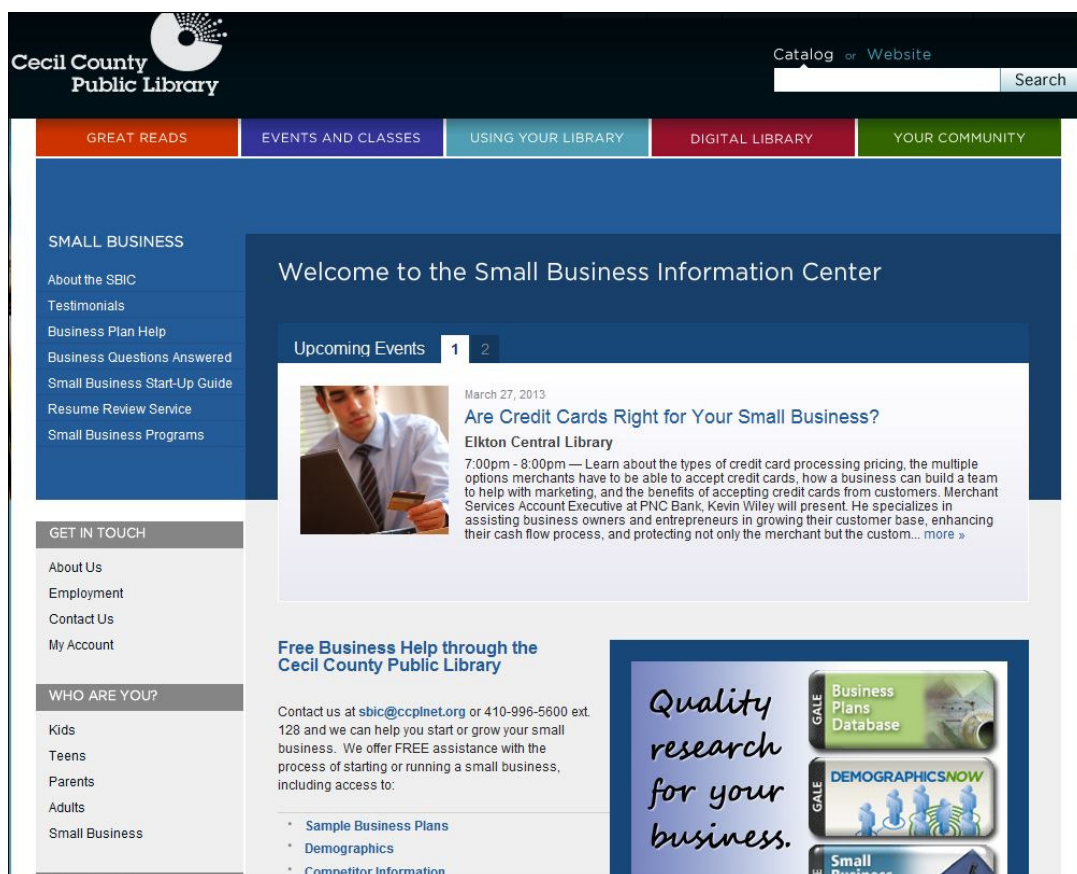
Step 5: Replicate

As librarians we share our program ideas with others, because if something works in with my patrons, it's quite possible, with a little bit of tweaking and adjustment, it may work in your community with equal success. You can find model programs by surfing the Internet and finding what programs and services might work in your library. Google keywords such as "public libraries" and "small business services" and you will be surprised at the variety of your results. You can also search the current professional literature by searching Professional Development periodical database from Ebsco which includes many professional journals. Lastly, find additional programs by reading through the bibliography at the end of this booklet. Many of the authors of the books and articles listed there have created programs at their own libraries.

Here's just one example of services worth replicating:

Cecil County Public Library, Elkton, MD
<http://www.cecil.ebranch.info/small-business/>

CCPL offers a great example pulling in all of their business resources on their web page. They've included current programming, links to books and databases as well as testimonials they've collected from some of their patrons.



Testimonials

Home » Small Business » Testimonials

As They Grow Kids Consignment, LLC

Cristy Galasso believes in budgeting, especially when it comes to outfitting her three boys. As a life-long Cecil County resident, Cristy found herself going to Delaware for children's consignment sales. These sales were very popular and she recognized many fellow Cecil County residents attending. It hit her that she should create consignment events in Cecil County, and so she ventured into the Small Business Information Center at the Cecil County Public Library to learn how to bring this idea to fruition. Cristy states that "the Small Business Information Center at the Cecil County Public Library was instrumental in the start of my business. It has a host of resources for potential business owners to research, plan, start, and manage their business. They provide assistance in every aspect of starting a business and deserve a lot of credit."

Cristy's business, As They Grow Kids Consignment, LLC, can be found at www.astheygrowskids.com. They offer new and gently used baby, children and maternity items at a fraction of the retail price. Their first sale will be at the Route 40 Knights of Columbus Hall, March 15-17.



Handy Boys Cleaning Service, LLC

Buryl Windle had a dream to open his own small business and employ local Cecil County residents. He found out about the Small Business Information Center through a contact at the Small Business Development Center. Buryl had the dream, but needed to learn the steps necessary to start the business. With the help of the Small Business Librarian, Buryl used the [Key Steps Brochure](#) from the Cecil County Public Library to fill out the necessary forms and start his business. Buryl also shared the unfortunate story of his disability with the librarian. She was able to get him in touch with the Department of Rehabilitation Services' RISE program and Buryl is currently in the processing of seeking grant money from them to purchase 3 vans for his business and they have provided him with a mentor. Buryl described the Small Business Information Center as giving him "everything needed to get this thing going!" Buryl has since hired 5 employees and is looking to hire even more in the near future.

Buryl Windle owns Handy Boys Cleaning Service LLC and provides commercial and residential cleaning services, specializing in stripping and waxing floors. Other services provided include: shampooing carpets, steam cleaning, and commercial kitchen cleaning. No job is too big or too small. Handy Boys Cleaning Service LLC is licensed, bonded, and insured and provides free estimates. They can be reached at 443-224-5250 or 410-658-3278.



Step 6: Marketing

The possibilities are endless...

Now that you understand the needs of the small business startup & entrepreneur in your community and you've developed or strengthened library collections, resources and programming it's time to develop a marketing strategy. Since you've been making contacts with community partners all along it will be easy to engage them in your efforts.

Social Media

Because of the ease of use and inexpensive nature (free) of social media we will start here. Social media outlets will provide you with a great deal of exposure. It is important to set up each property from the beginning. You want to include every social media property image in all of your marketing material as well as links (for your online efforts) to those pages. Almost every business professional you encounter will have some type of social media link whether it is to their professional LinkedIn profile, Facebook fan page, Twitter account, or Google place page. The Business Library should have one of each as well. It will allow you and your staff to engage with the business community in a very unique way that print does not allow. This is especially important because you are going to use your Facebook Fan page and other social media properties to send people to the library's online databases, specific books in the catalog, and electronic journals.

Outreach

You've been gathering feedback from small business owners all along through your partners, from patrons coming into the library, and by attending mixers and networking meetings. It will come as no surprise to members of the group that the library wants to earn their business. With a business card and brochure in hand, attend the next chamber luncheon or networking meeting. Let people know that you and your coworkers have spend the last few weeks (or months) getting to know their needs and want to continue to learn more about how you can serve them. Continue to ask engaging questions and listen. Their feedback and the library's responsiveness to their needs is critical in a successful program.

As you meet new business owners, let them know that you will be connecting with them on LinkedIn (so they are not surprised when you do that). When you connect on LinkedIn you can keep all of your business people in a group on LinkedIn. That way you can communicate with them about special library events all at once.

Advertising

You can start your advertising right in your own building. You can place signs at the circulation desk, in the lobby, on the window, near the business books as well as the job hunting area. Include your business programs and resources in the library's newsletter and within any current advertising your library is doing.

Create a sign and ask your community partners to place it in their offices and buildings. Perhaps the local chamber of commerce has an informational kiosk where you can place your brochures.

Public Relations

Once your business program is up and running it's possible that you can get a bit of press time. Find out if your community has its own broadcasting station –maybe the library's business program can be featured on an upcoming episode. As your library program begins to develop be on the look out for small business startups and entrepreneurs who are utilizing your services widely. Ask them if they would consider providing a testimonial for you. That way, if you do set something up with a local reporter or news caster you will have at your fingertips first-hand accounts of people who are using the services. Be sure to get their contact information and ask them if it is okay if you forward their name and telephone number on to the media.

You will be surprised...

At just how many doors will open for you and how many people will be smiling back at you. People love the library and will be thrilled that a representative from the public library is in attendance. You will gain immediate credibility as the librarian when you let people know you will be happy to take their questions. As a matter of course, be sure to always bring a pen and a notebook (or use your smartphone) to jot down notes. Gather their contact information (including emails) and let them know you will find answers for them. You can also collect their business cards and ask them if there is any information you can help them gather. Then use the back of their business card to write down their question.

As you can imagine, the possibilities are endless. I hope you've found this booklet helpful and that you will use it as a jumping off point as you develop your library's own business information center. The last step is to get down to business and develop your own action plan.

Step 7: Action Plan

An Action Plan

A sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has three major elements (1) Specific tasks: what will be done and by whom. (2) Time horizon: when will it be done. (3) Resource allocation: what specific funds are available for specific activities.

Read more: <http://www.businessdictionary.com>

STEP #	Action Steps What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources A. Resources Available B. Resources Needed
Step 1:				A. B.
Step 2:				A. B.
Step 3:				A. B.
Step 4:				A. B.
Step 5:				A. B.
Step 6:				A. B.
Step 7:				A. B.

Bibliography

- "A Call for Joined-Up Services to help Business Out of Recession." *Managing Information*. 2010, Vol. 17 Issue 1, p34-35.
- Andersen, Mark E. "Taking Business (Librarianship) Public". *Journal of Business & Finance Librarianship*. 2008. Vol. 13 Issue 3, p311-319.
- Au, Ka-Neng. Building Social Capital: A Case Study of an Academic Library Supporting Entrepreneurs. Paper Presented at International Conference on Libraries, Penang, Malaysia, 14-16 March 2005. <<http://andromeda.rutgers.edu/~au/icol.htm>>.
- "Best of the Best Business Websites (Free Resources): The 2011 Selection." *Reference & User Services Quarterly*. Winter 2011, Vol. 51 Issue 2, p119-121.
- Bouthillier, France. "Access to Information for Small Business Managers: Examination of some Strategies and Values." *Canadian Journal of Information & Library Sciences*. Sep 2002/2003, Vol. 27 Issue 3, p5-23.
- Birdsong, Lark. "Growing on a Shoestring." *Searcher*. March 2008. Vol. 16 Issue 3, p16-59.
- Collins, Bradley. "How Public Libraries Are a Boon to Small Business." *American Libraries*, Jul/Aug 2012, Vol. 43 Issue 7/8, p28-31.
- "Core Competencies for Business Reference." *Reference & User Services Quarterly*, Fall 2006, Vol. 46 Issue 1, p40-43, 4p
- Ford, Wendy G. (2010). *An Examination of the Utilization of Electronic Government Services by Minority Small Business*. (Doctoral Dissertation). Abstract retrieved from ERIC database. (ED522120).
- Forte, Eric and Michael R. Oppenheim. *The Basic Business Library: Core Resources and Services*. Santa Barbara, Calif.: Libraries Unlimited, 2011.
- Gonzalez, Adriana Trujillo, Vincci Kwong, Julie Strange and Julie Yen. "A Guide to Excellent Creative Business Libraries and Business Centers." *Reference & User Services Quarterly*. Spring 2009. Vol. 48 Issue 3, p232-238.
- Maatta, Stephanie. Business Information Sources and Services: An Introduction. New York: Neal-Schuman, 2012.
- MacDonald, Karen and Hal Kirkwood. Business Librarianship and entrepreneurship Outreach. New York: Routledge, 2012.

Moules, Jonathan. "Library Turns New Page for Start-Ups: The British Library Offers a Unique Free Service for Budding Entrepreneurs." *Financial Times* Nov 14 2007: 16.

Nelke, Margareta. Strategic Business Development for Information Centres and Libraries. Oxford: Chandos, 2012.

"Outstanding Business Reference Sources: The 2011 Selection of Recent Titles." *Reference & User Services Quarterly*. Winter 2011, Vol. 51 Issue 2, p122-126.

*Parker, Kevin R., Philip S. Nitse, and Kay A. Flowers. "Libraries as Knowledge Management Centers." *Library Management* 26.4/5 (2005): 176.

Peret, Robert. "A New Look at the Background and Work of Experience of Business Librarians." *Journal of Business & Finance Librarianship*. Jan-Mar 2011. Vol., 16. Issue 1, p 46-66.

Polhamus, Nancy. A Study of Cooperative Relationships Between Small Business Development Centers and Public Libraries [Master's Thesis]. Rowan University; College of Education, 2004.

<http://www.rowan.edu/library/rowan_theses/RU2004/0125STUD.pdf>.

Public Agenda Foundation. Long Overdue: A Fresh Look at Public Attitudes about Libraries in the 21st Century. New York: Public Agenda, 2006.
,<http://www.publicagenda.org/research/pdfs/long%5Foverdue.pdf>>.

Ross, Celia. Making Sense of Business Reference: A Guide for Librarians and Research Professionals.

Chicago: American Library Association, 2012.

Sharpe, K.B. & Stierman, J.K. (2006). Libraries and community economic development: A survey of best practices. Retrieved Nov. 1, 2012 from
<http://www.alliancelibrarysystem.com/Rural/documents/bestpractices.pdf>;

Shokane, J K. "The use of business information by small and medium-sized enterprises in Acornhoek." *South African Journal of Libraries & Information Science*. 2003. Vol. 69 Issue 1, p55-61.

Sokoloff, Jason. "Information Literacy in the Workplace: Employer Expectations." *Journal of Business & Finance Librarianship*. Jan-Mar 2012. Vol., 17, Issue 1, p. 1-17.

Tucker, J. C. (2004). Getting down to business: Library staff training. *Reference Services Review*, 32 (3), 293-301. Accessed Nov. 1, 2012. Available at:
http://digitalscholarship.unlv.edu/lib_articles/11.

The Urban Libraries Council (2007). Making Cities Stronger: Public Library Contributions to Local Economic Development. Retrieved Nov. 1, 2012 from http://www.urbanlibraries.org/files/making_cities_stronger.pdf.

United States Small Business Administration. Quote attributed to web page at http://content.atomz.com/pb00002830/stage/topics/research_resources/publications_by_agency/electronic_library.html

Walzer, Norman and John J. Gruidl. "The Rolde of Small Public Libraries in Community Economic Development." *Illinois Libraries* 78.1 (1996): 50-6.

Weaver, Maggie. "Feeding the Two Million: Business Information Services for Canada's Small Businesses." *Feliciter*. 2005, Vol. 51 Issue 3, p124-125.

Weiss, Luise, Sophia Serlis-McPhil-lips, and Elizabeth Malafi. Small Business and the Public Library: Strategies for a Successful Partnership. Chicago: ALA, 2011.

Welch, Jeanie M. "Silent Partners: Public Libraries and their Services to Small Businesses and Entrepreneurs." *Public Libraries* 44.5 (2005): 282-6.

About the Author

A. Paula Wilson

Paula is a business owner, librarian, and ALA author (*Library Web Sites, 100 Ready-to-use Pathfinders for the Web*). She has worked at three public library systems (Providence Public Library, Las Vegas-Clark County Library District, and Maricopa County Library District) during her twenty-plus year library career. In 2005, she brought her research and reference skills into the business world and built, bought and sold three businesses in the last eight years. She is now a library consultant, independent researcher and business owner.